MISSOURI HEALTH VALUE COLLABORATIVE









2025-2026

ANNUAL REPORT

Powered by Data. Driven by Collaboration.

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TOGETHER FOR ST. LOUIS



MISSION:

MHVC activates a broad network of healthcare providers, purchasers, and payers to collaborate on improving care quality and affordability.

VISION:

Our community leads the nation in healthcare value.

WHAT IS MHVC?

The Missouri Health Value Collaborative (MHVC) brings together those who provide, pay for, and use healthcare to share knowledge and develop regional solutions for the problems that vex our healthcare system. As a nonprofit, regional health improvement collaborative, MHVC is dedicated to advancing transparency and multi-stakeholder collaboration to achieve higher quality, more affordable healthcare.

NEW NAME, SAME MISSION

Laurel Pickering, *President and Chief Executive Officer*



We have a new name: Missouri Health Value Collaborative! This change represents everything we feel strongly about — improving healthcare value, and working together for change.

The tagline "*Powered by data. Driven by Collaboration*" represents how we make it happen. The new name also recognizes our focus on Missouri and the St. Louis region.

We are excited about our work this past year, which is outlined in this report. From events and convenings, to projects and reports, MHVC's work is building momentum for meaningful change in our region.

One way this happens is by bringing St. Louis region's healthcare stakeholders together. At MHVC, we are uniquely positioned to provide spaces that become a bridge for frontline clinical perspectives to be shared, new relationships to be fostered, and a consensus built around strategies that will improve care quality, affordability, and patient outcomes.

At MHVC's Community Connections events, leaders explore pressing healthcare challenges in primary care through shared learning, relationship-building, problem-solving, and the opportunity to convene over complex and timely topics.

Gateway to Primary Care is an initiative bringing purchasers, providers, plans and partners together to shape a new primary care model for St. Louis. We look forward to sharing more as this work progresses in 2027.

We couldn't do any of this without our employers, Champions, plans, health systems, Board of Directors, and others who have joined us in these efforts. Thank you for all that you do to help support MHVC.

Sincerely,

Laurel Pickering



Linda Brady, Board Chair
Health Care Strategy
Boeing

MHVC'S UNMATCHED VALUE

Since 2019, I have had a front row seat on the Board of Directors, and now as Board Chair, to witness the powerhouse that is Missouri Health Value Collaborative. For those who may not be familiar with MHVC, our mission is to leverage trusted information and community collaboration to drive better health care quality and affordability.

MHVC houses a regional claims data warehouse and has qualified analysts that build a range of reports to help employers understand their employees' needs through health claims, to assist community leaders in assessing public health in their area, and to aid pharmaceutical companies in informing employers about specific disease states. MHVC holds the unique position to convene healthcare stakeholders for roundtables, forums, and multistakeholder events to collaborate on shared issues, such as primary care access and cost in St. Louis.

MHVC's role as a convener is crucial as we work against the current primary care crisis in the United States. With a growing shortage of primary care physicians nationwide, patients struggle to access care, and physicians burn out quicker. This leads to long wait times, lower quality care, and increased healthcare costs. In addition, Missouri was ranked as 40 out of 50 states for overall health in 2024.

MHVC is advancing the primary care conversation in St. Louis, in partnership with its sister organization, Gateway Business Health Coalition. By convening local health systems and self-funded employers, MHVC is leading the design and development of a new commercial payment model for primary care in the St. Louis region. I am incredibly excited where this continued collaboration will take us. Be on the lookout for updates on the Gateway to Primary Care Initiative in the coming year!

As a self-funded employer with a large footprint in St. Louis, Boeing leverages MHVC's data analytics and research team to identify areas to improve the health of our employees. I enlisted MHVC's expertise this year to investigate cancer diagnoses and the care received by cancer patients. MHVC not only delivered on my initial request of the number of cancer cases and most common cancer types but also provided nuanced details about cancer trends and screening rates. MHVC provided the full story about cancer within Boeing's St. Louis employees and gave specific recommendations for addressing gaps in screening and preventative care.

I am thrilled by MHVC's work in recent years and know we are just getting started. Whether it is employer-specific claims analysis, championing primary care advancement in the St. Louis region, advocating for lower-cost and higher-quality care, or providing programming where leaders and beginners alike can have a seat at the table, MHVC is leading the charge in these efforts. We couldn't do this critical work without our supporters. Whether you are an MHVC Champion for Healthcare Value or an organization who has funded an analytics project, a huge thank you for helping to sustain the incredible work being done and that MHVC will continue to do.

GATEWAY TO **PRIMARY CARE**







What is the Gateway to Primary Care Initiative?

As employers are challenged by the toll chronic disease is taking on healthcare costs and employee health, the part of our system best positioned to solve this - primary care - is suffering. A fee-for-service payment model is continuing to produce a volume-based system where primary care can't spend time with patients and patients don't get the care they need. It is time to find a solution. By working together, we believe we can create a sustainable, coordinated commercial payment model for primary care in St. Louis. Through a series of roundtables, local health systems, employers and others will bring forward a tangible solution to the crisis we are seeing unfold.

Why this Initiative?

- There is a primary care crisis. Without primary care, there is no foundation for controlling cost or improving quality because everything downstream gets more expensive and less effective.
- Together, employers' voices can drive change.
- This is an opportunity to invest in your region. This crisis impacts all of us.
- Missouri was ranked 39 out of 50 for overall health in 2025.

What are our Goals?

- **Improve** outcomes for the chronically ill
- **Increase** access to primary care for all patients
- **Expand** primary care beyond fee-for-service delivery
- **Develop** an alternative advanced primary care model for commercial patients in St. Louis

MHVC's Equation for Change

Trusted Information + **Engaged Stakeholders** + **Forum for Collaboration**

Missouri Health Value Collaborative's

COMMUNITY CONNECTIONS

Community Connections is a biannual event series designed for St. Louis's healthcare stakeholders to build relationships and exchange perspectives, while amplifying the voice of primary care clinicians to community leaders. Each event focuses on a timely topic related to primary care where attendees learn from an expert in the field and hear perspectives from community members.











Risk-Based Contracting:
Fad, Fantasy, or the Future of Primary Care?

Sponsored by Mercy and Lightbeam Health Solutions

The fourth installment of Community Connections opened a spirited discussion between clinicians, purchasers, health systems, payers, and benefit consultants on rising healthcare expenditures, commercial payment models, and risk contracting to enable high value primary care. This event paired local health system leaders with national expertise to evaluate the promise, pitfalls, and progress of "value-based care" in commercial markets.

Tom Robertson, a national adviser for Manatt, Phelps & Phillips, LLP, highlighted where current healthcare payment models are failing and advocated for a shift "from brinksmanship to statesmanship" through new, collaborative payer/provider partnerships focused on intensive chronic care management. Then, a physician panel with primary care leaders from BJC, Esse, Mercy, and SSM Health offered an inside look at how St. Louis's largest health systems and physician organizations are working to improve primary care delivery. The event also featured Dave Thompson, Chief Growth Officer and President of Population Health at Mercy, who emphasized the need for better commercial payment models.

Built for Billing, Ready for Redesign:
Re-imagining Primary Care around User Experience

Sponsored by Mercy

In a world defined by seamless, personalized experiences curated for nearly every aspect of life, why does healthcare feel so far behind? That question was at the heart of MHVC's Community Connections event on June 24th, where clinicians, purchasers, health systems, benefit consultants, and other community leaders came together to reimagine what a more human primary care experience could look like. MHVC's latest event featured a national healthcare experience design firm alongside local clinical leadership, engaging group activities, and valuable discourse around how patient experience is shaping primary care delivery.

MHVC welcomed The Experience Lab to St. Louis to explore the principles of what makes a positive, memorable experience in healthcare and other industries. Sonia Rhodes and Jeremy Brill led a series of interactive group exercises that encouraged participants to shift their thinking about experience and examine how minute details can make or break a patient encounter.

The Experience Lab was followed by a powerhouse local leadership panel: Annie Bannister (Mercy), Jay Moore (Nexus Primary Care), Jennifer Carron Passon (BJC HealthCare), and Tammy Lett (St. Luke's Hospital) shared insight on navigating consumer expectations and thoughtfully designing primary care experiences to meet people where they are. The discussion touched on expanding access to primary care and the payment structures necessary to make that possible.









Interested in sponsoring an upcoming Community Connections event? Contact jpowless@gatewaybhc.org for more information.

Moving Employer Data Out of the Waiting Room and into the Exam Room with MHVC Data Analytics Service

Empowering Informed Employer Decisions Through Data

MHVC now offers custom analytic services to employers, delivering high quality healthcare insights and giving back valuable time for employers to focus on their members. Our team of data analysts delivers personalized reporting across medical and pharmacy claims, tailored to each client's needs, at a fraction of the cost of a consultant or commercial analytics vendor.



Let's talk about how MHVC can empower your organization's healthcare strategy!

Contact Kelci Hannan at **khannan@gatewaybhc.org** to learn what MHVC can do for you.

Client Testimonial

MHVC's data analysis blends rich data insight with local context



Mickey Luna
Vice President, Human Resources
St. Louis University

"As a benefits team that is very conscious of our members' health and the quality and value of the care they receive, we appreciated MHVC's ability to provide insight into how and where our members are using healthcare, identifying cost saving opportunities and high-quality providers to steer to. Their local data and expertise helped us validate if certain features of our benefits plan are generating the intended results."

Data Warehouse

MHVC stewards Missouri's largest multi-payer commercial claims data warehouse, spanning the state of Missouri and its bordering metropolitan areas, including St. Louis and Kansas City. This unique data asset can help our community learn about the health of its residents and the care provided. It also assists physicians, hospitals, and other healthcare providers to better understand the care received by their patients.

MHVC's data are sourced voluntarily from Missouri's large commercial health plans, self-insured employers, labor unions, and pharmacy benefit managers (PBMs).

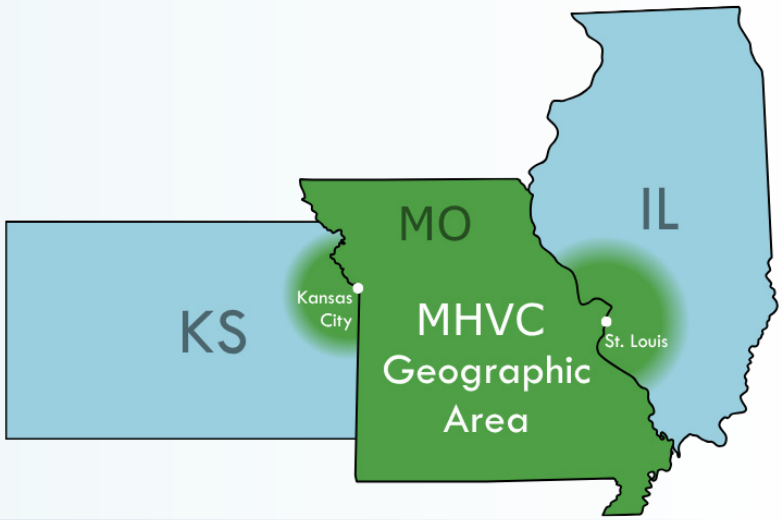
By The Numbers

Covered Lives per Year:

- 1.7 Million (2011 - 2023)
- 800 Thousand (2024 - present)

Commercial Claims per Year:

- 30 Million (2011 - 2023)
- 17 Million (2024 - present)



Data Features

- Includes enrollment records, medical claims, and pharmacy claims
- Limited data set under HIPAA
- Patient identifiers uniquely encrypted and masked

Key Data Elements

- Blinded unique patient IDs
- Zip codes
- Servicing & billing provider information
- Current Procedural Terminology (CPT) codes, modifications, and procedure groups
- International Classification of Diseases (ICD) codes: primary - 10th diagnosis
- Diagnostic Related Group (DRG) codes
- National Drug Codes (NDC)
- Date of service: incurred, paid, admit, discharge
- Utilization & service units
- Estimated allowed amounts

Data Aggregator and Analytical Tools

- Milliman MedInsight analytical platform
- Milliman Health Cost Guidelines (HCG) Grouper
- Milliman Health Waste Calculator
- Milliman Advanced Risk Adjusters (MARA)
- Primary care provider attribution

Reports & Communications

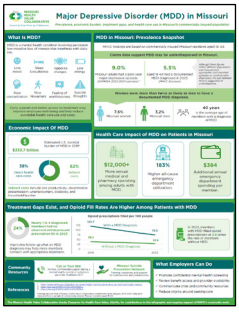
Trusted information is central to MHVC's mission to support multistakeholder collaboration. MHVC leverages its commercial claims data warehouse, containing millions of lives across Missouri, to generate data insights that help employers, providers, and community partners better understand healthcare cost and quality trends among commercially insured individuals. As a result, we can foster broader, more meaningful discussions of opportunities to improve healthcare utilization, price and overall spending in Missouri.

MHVC's 2026 community reports aim to equip employers and other community partners with data to better understand how specific disease states influence patient health, healthcare utilization and spending.



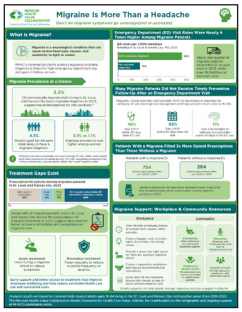
Kansas City Health Stats Scorecard

MHVC partnered with Kansas City non-profit, KC Health Collaborative, to create a Health Stats Scorecard for the Kansas City region, intended to aid community leaders in identifying trends and areas of focus for population health improvement. This collaborative report includes a snapshot of healthcare utilization, quality, affordability, and population health among commercially insured Kansas City residents from 2022-2025.



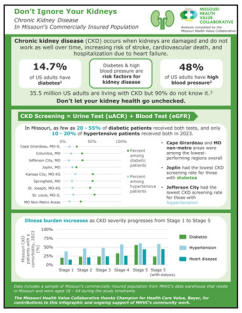
Major Depressive Disorder (MDD) in Missouri

MHVC analyzed commercial claims data from 2019 to 2023 to examine the prevalence, economic burden, treatment gaps, and healthcare utilization associated with Major Depressive Disorder (MDD) among commercially insured adults in Missouri. MHVC found that adults with an MDD diagnosis had more than $12,000 in additional annual healthcare spending and 183% higher emergency department utilization than those without MDD. MHVC thanks AbbVie for its contributions to this work.



Migraine is More Than a Headache

With support from AbbVie, MHVC developed an infographic to highlight the impact of migraine and opportunities to improve treatment, follow-up care, and support for people living with migraine. Using commercial claims data from 2019 to 2023, MHVC examined migraine prevalence, emergency department utilization, follow-up care, and treatment patterns among commercially insured adults in the St. Louis and Kansas City metropolitan areas.



Don't Ignore Your Kidneys: Chronic Kidney Disease

In partnership with Bayer, MHVC explored Chronic Kidney Disease (CKD) diagnosis, screening, and medication use in Missouri in 2023. MHVC's analysis suggests CKD is underdiagnosed in Missouri's commercial population, signaling a need for more effective screening to enable earlier identification and intervention.

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THANK YOU TO OUR SUPPORTERS

The strength of MHVC sits with the collective power of its partners, when each works within their own spheres of influence to achieve change. MHVC is grateful for the support of its vision and work, made possible by its Champions for Healthcare Value and Friends.

abbvie

GraybaR

BAYER

Mercy

BJC HealthCare

MCHCP
my health. my choice. myMCHCP

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MISSOURI HEALTH VALUE COLLABORATIVE
Powered by Data. Driven by Collaboration.

Interested in becoming an MHVC Champion for Healthcare Value?
Seek opportunities on next page or contact khannan@gatewaybhc.org to learn more.

Get Involved

Become a MHVC Champion for Healthcare Value today. We look forward to your partnership in improving the value of healthcare services for all. Together, we can make our region a national leader in health, care quality, and affordability.

Benefits	Champion for Healthcare Value	Data Licensee
Annual Investment	**$25,000**	**$56,000**
Organization logo and link on MHVC's website	✓	✓
Acknowledgement on MHVC reports, publications, and at events	✓	✓
Access to MHVC's exclusive Champion Report Library	✓	✓
Opportunity to make recommendations for additions to MHVC's Report Library	✓	✓
Featured social media post on LinkedIn	✓	✓
Inclusion in invitation-only conversations to advance population health, care quality, and affordability, including community workgroups and Community Connections	✓	✓
Access to Missouri's largest multi-payer commercial claims data warehouse via a personal portal which includes medical and pharmacy utilization and quality data		✓
Use of MHVC's data spanning nearly a decade to compare internal metrics to a multi-payer commercial sample and supplement internal reporting with trend analyses covering all health systems in St. Louis		✓
Receive individual technical and analytical support from MHVC		✓

To learn more about this opportunity, please contact Kelci Hannan.
Email **khannan@gatewaybhc.org** or call 314-721-7800.

Stay Connected

Interested in learning more? Please contact Kelci Hannan at **khannan@gatewaybhc.org** or call 314-721-7800.

Midwest Health Hub

MHVC curates a personalized newsfeed and one-stop shop for regional healthcare news. The Midwest Health Hub serves to strengthen connections and share knowledge across those that use, pay for, and provide healthcare.

MHVC Newsletter

MHVC sends out a quarterly newsletter highlighting recent MHVC efforts, including Community Connections events, published data analytics reports and updates on the Gateway to Primary Care Initiative.



















Missouri Health Value Collaborative

mhvcollaborative.org